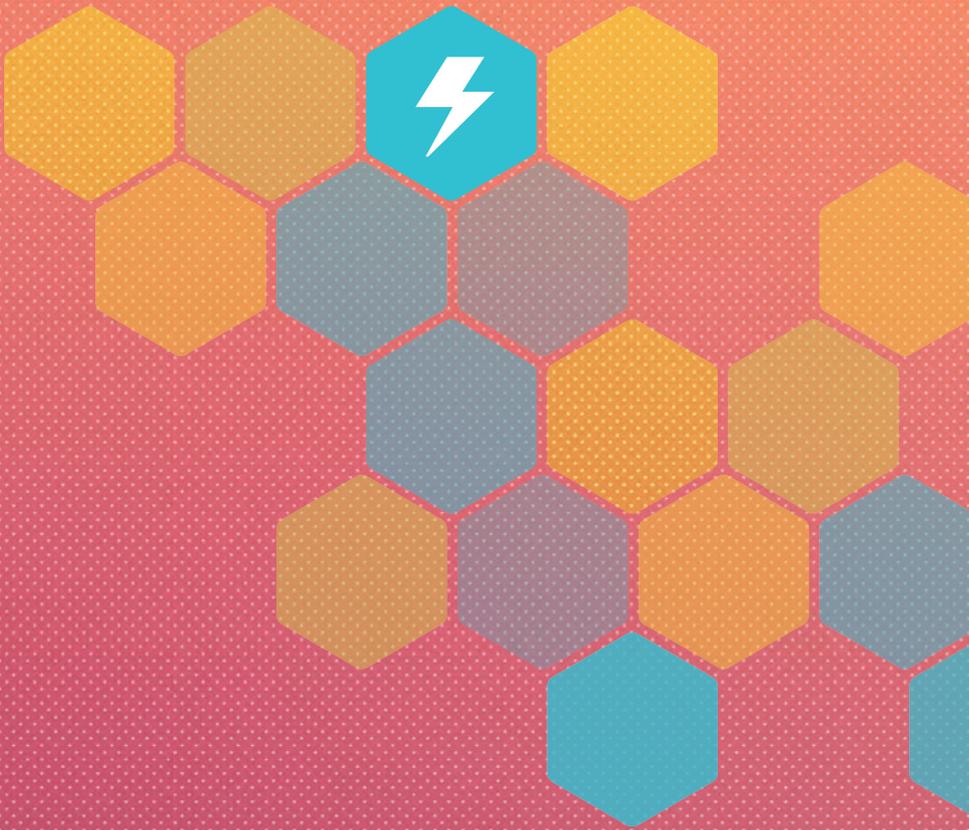


**CRAFTS CODE GOOD PRACTICE GUIDE**

**Topic 3** How to innovate the craft sector





# ABOUT CRAFTS CODE

**CRAFTS CODE** is the acronym of:

**C**reative **A**ctions **F**or **T**ailoring **S**mes' **C**Ompetitive **D**Evelopment

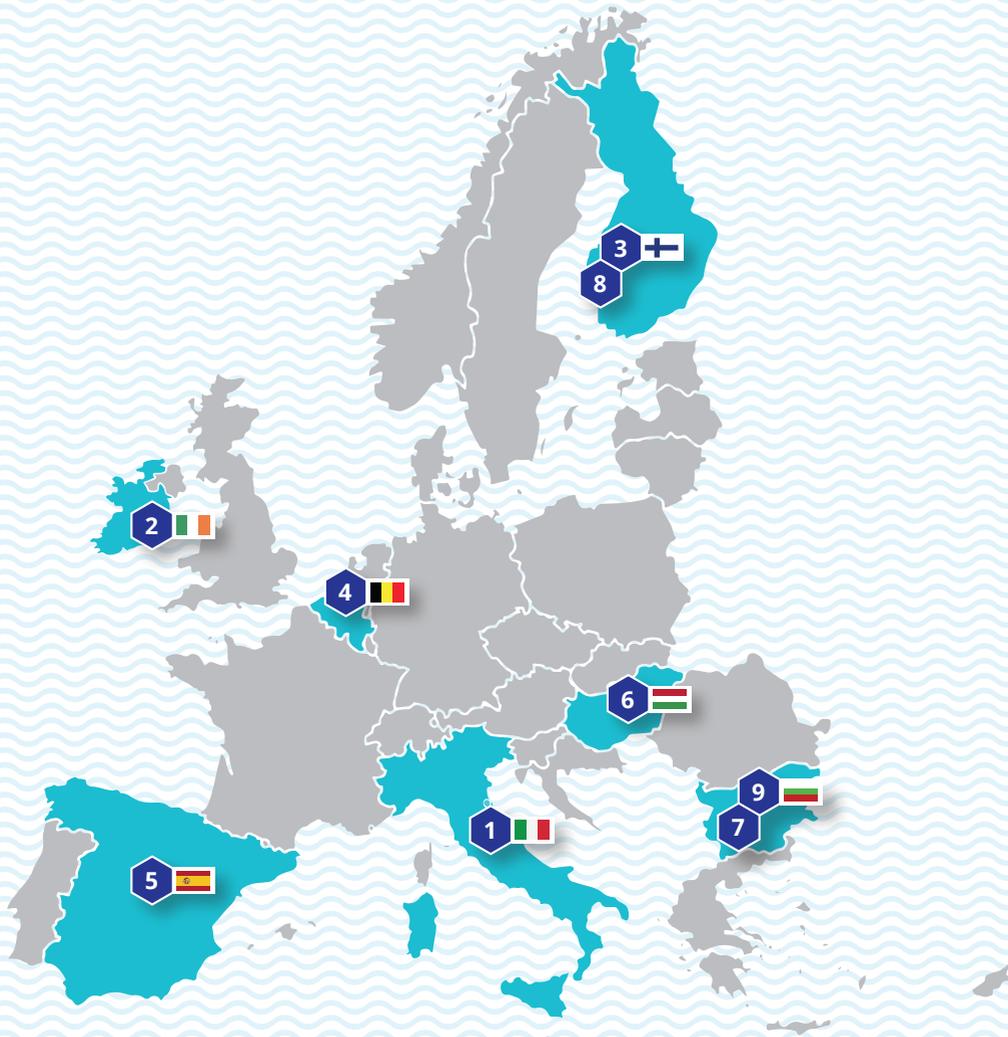


**CRAFTS CODE** aims to make craft SMEs more competitive.

## HOW?

**CRAFTS CODE** aims to enhance the competitiveness of craft SMEs by developing a framework to stimulate policy learning and build capacity to improve the implementation of regional development policies and programmes. The project will identify the barriers to SMEs working in the craft sector and will improve access to supports for business start-ups, business expansion and higher innovation levels in micro-enterprises.

# PARTNERSHIP



**1** ITALY



**Lead Partner**  
**MUNICIPALITY OF FLORENCE (LP)**

The Municipality is directly involved in the support of the local crafts economy providing opportunities and funds for artisans and SMEs.

**2** IRELAND



**Partner**  
**DESIGN & CRAFTS COUNCIL IRELAND (DCCI)**

DCCI is the main champion of the design and craft industry in Ireland, fostering its growth and commercial strength.

**3** FINLAND



**Partner**  
**VAASA UNIVERSITY OF APPLIED SCIENCES**

VAMK is an international University of Applied Sciences which provides high level theoretical & practical oriented education in Finnish & English.

**4** BELGIUM



**Advisory Partner**  
**ARTESIS PLANTIJN UNIVERSITY COLLEGE ANTWERP**

Artesis Plantijn University of Applied Sciences and Arts Antwerp (AP) is a higher education institution located in Antwerp, Flanders, Belgium.

**5** SPAIN



**Partner**  
**EOI FOUNDATION**

Fundesarte is the leading institution in the promotion and development of Spanish craft enterprises as part of the EOI Foundation.

**6** HUNGARY



**Partner**  
**BUDAPEST FOUNDATION FOR ENTERPRISE PROMOTION**

Budapest Enterprise Agency develops and promotes micro, small and medium enterprises of the Hungarian capital.

**7** BULGARIA



**Partner**  
**RAM CENTRAL STARA PLANINA**

RAM Central Stara Planina recognises culture and creativity as a main driver for sustainable development.

**8** FINLAND



**Partner**  
**REGIONAL COUNCIL OF OSTROBOTHNIA**

The Regional Council aims to build up the necessary conditions for a balanced development & economic growth and serves the welfare of the Ostrobothnian people.

**9** BULGARIA



**Partner**  
**MINISTRY OF ECONOMY, EUROPEAN FUNDS FOR COMPETITIVENESS DIRECTORATE GENERAL**

The main priority of the Ministry of Economy is to create conditions for sustainable economic growth in the Republic of Bulgaria.

## CASE STUDIES: Good Practices Identified

On the 10 and 11 May 2021, CRAFTS CODE held its 3rd Interregional Thematic Seminar online. The audience of over 250 people throughout the two days heard about ‘Good Practices’ which responded to the topic ‘How to innovate the craft sector’. This two-day online seminar included presentations from craft SMEs, organisations and stakeholders in Ireland, Hungary, Bulgaria, Finland, Italy and Spain. To research the ‘good practices’ presented, CRAFTS CODE partners hosted local stakeholder group meetings. These meetings were held online in most partner countries, from February to May 2021 as a result of COVID-19.

### About Topic 3: How to innovate the craft sector

Investigating ‘how to innovate the craft sector’ was an important topic for the project partners of CRAFTS CODE. Understanding the impact of innovation through craft is essential to growing the potential of the sector. Partners discovered that while introducing

digitalisation and technology into craft is generally seen as one way to innovate, there are several other factors that can grow and diversify craft skills. Looking at innovation through the lens of craft, our partners identified 4 key areas:

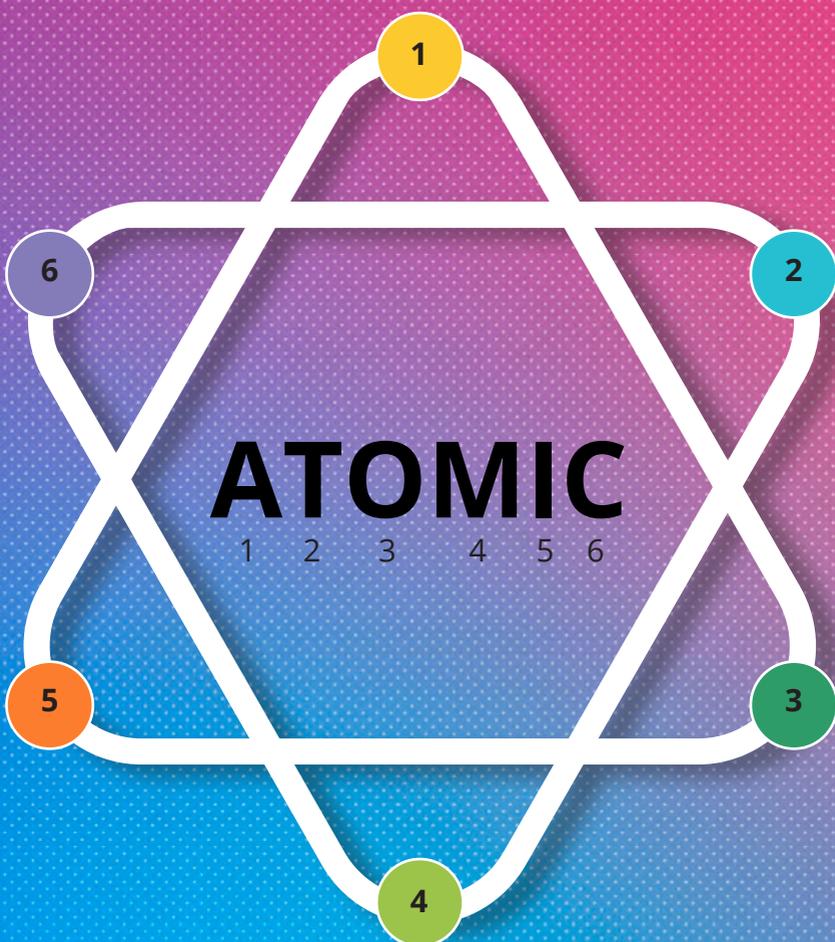
- **Cross-sector collaboration and training:** Dialogue and collaboration between sectors is needed to access the value of untapped craft and design talent.
- **Digital Technologies:** Fusing craft and digital technology skills is core to generating new skills, services and products for the craft sector and to adapt and sustain traditional methods.
- **Business skills and mentoring:** Makers need to develop enterprise skills and experience to commercialise their ideas.
- **Funding and awareness:** To support innovation in craft, Government and European funding should be aligned

to truly innovative processes. To achieve breakthroughs in innovation in craft, better communication, awareness and linkages of supports available are also needed between sectors to maximise the value of collaboration.

Collaboration and supports, either from financial funding and the government, or through training and mentoring, were all seen as important ‘good practices’ collected by partners in their research. They were key to facilitating crossover between sectors, opening up new relationships and catalysing innovation in craft SMEs. Makers were given the opportunity to not only experiment with new materials and disciplines, but to also breakthrough into new, diverse industries. The range of ‘good practices’ presented by project partners below, each respond to the topic of introducing innovation into craft processes and the sector according to their own country and craft situation. Each example is unique to that partner and place,

but also offers the opportunity for other countries to adopt and tailor to their own situation. There is a real potential to inspire and diversify the sector by using elements of the examples presented below and to contribute to an exciting sector that was ‘made to innovate’.



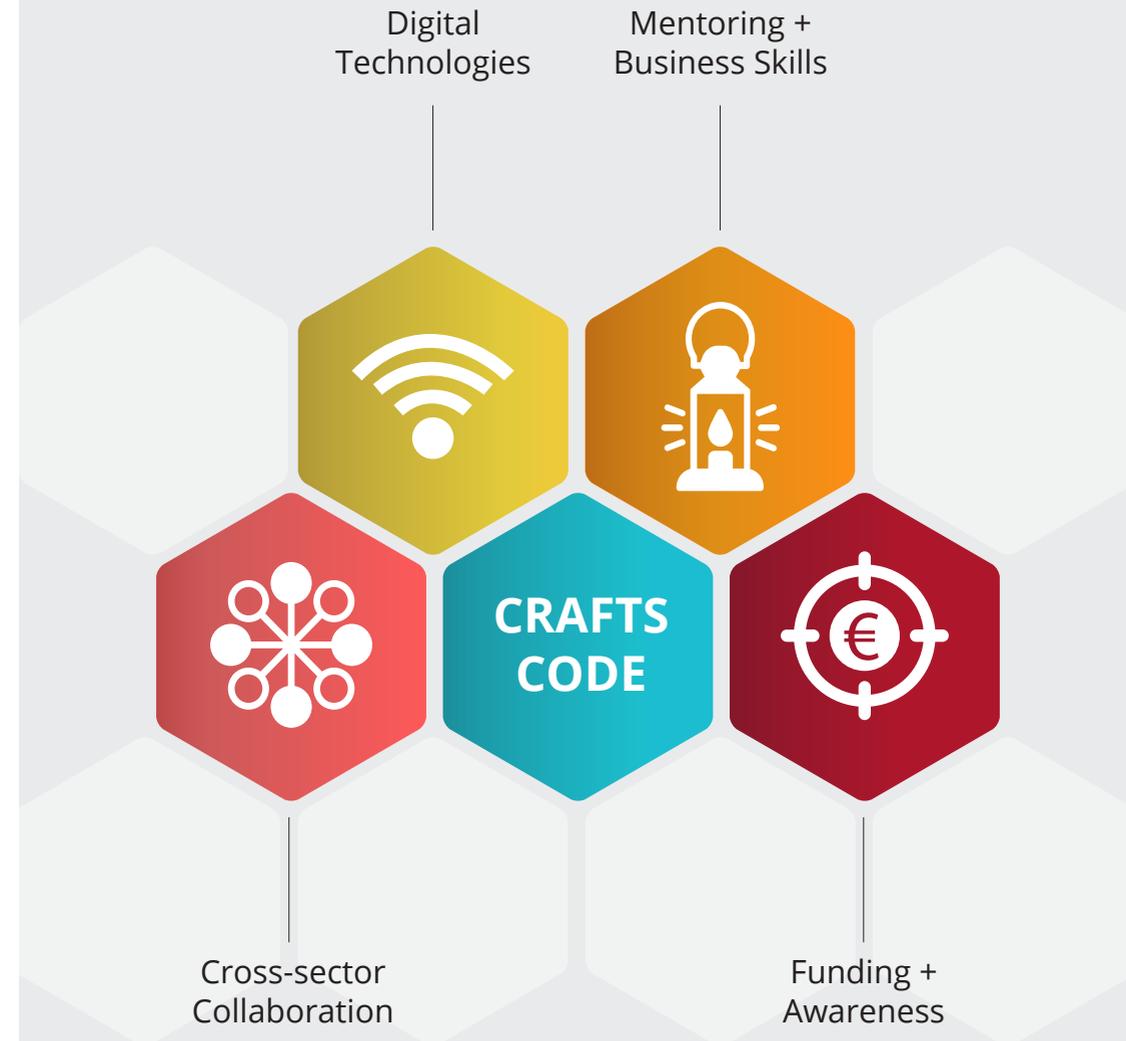


**CRAFTS CODE** partners were asked to try and keep their selected good practices in line with the following criteria:

A good practice should be: **ATOMIC**

- 1** **AMBASSADOR** it functions as a 'forerunner' in its field
- 2** **TRANSFERABLE** it can be 'translated' to other fields and situations
- 3** **OBJECTIVE-ORIENTED** it needs to have a specific and well-described goal
- 4** **MEASURABLE** it has led to positive results and a clear added value
- 5** **INNOVATIVE** it differentiates itself from what is currently seen as daily practice
- 6** **COMPLETE** possible matters of attention and problems are mentioned

Partner	Good Practice	
Design & Crafts Council Ireland	1. Strategic Design for Innovation	
	2. Innovation Vouchers	
EOI Fundesarte, Spain	3. D-Tool	
	4. Talent Jove	
RAM Central Stara Planina, Bulgaria	5. The artisan who turned the limitations of Covid-19 into new possibilities	
Municipality of Florence, Italy	6. MakeX - Tuscany Digital Manufacturing	
	7. Preziosa Young	
Budapest Foundation for Enterprise Promotion, Hungary	8. Needlecraft Academy	
Regional Council of Ostrobothnia and Vaasa University of Applied Sciences, Finland (VAMK)	9. Strömsö – Creating Trends	
	10. BusinessMuovain	





## PRACTICE 1 Ireland Design+: Strategic Design for Innovation

### Organisation in charge of the good practice

Design+ Technology Gateway,  
Institute of Technology Carlow

### Short summary of practice

In Ireland, The Design+ Gateway, based in Institute of Technology Carlow, has a proven track record in knowledge transfer and delivering innovation solutions to industry. Companies from multiple sectors can access a vast range of research expertise and development support.

Strategic design is the application of the principles of traditional design to 'big picture' systematic challenges to deliver more complete and resilient solutions. In strategic design the focus extends beyond the traditional business modelling to interconnectedness of relationships across a broad network. The approach provides an adaptability and sustainability of business model which is innovative, competitive, and responsive to change. The focus is on creating actionable outcomes culminating in a bespoke strategic roadmap with steps to implementation.

There is an extensive and refined methodology which stems from the theoretical process of design thinking/ divergent and convergent

thinking which has been translated across the business landscape. The process is made actionable and replicable through an innovation toolkit which has been developed by Design + Technology Gateway which is a combination of design tools, business tools and newly developed tools by the design strategist.

The programmes and implementation of the process has been designed specifically for owner/managers across all sectors including craft.

### Evidence of success

The programmes have been delivered to over 100 SMEs in the past two years. Outputs include, strategic roadmap, process and toolkit. Outcomes include, big picture transformations, growth strategies, new ways of doing things, new market arenas, new product developments, along with potential collaborations and identified funding supports such as business expansion grants. Impacts are longer term and include, the introduction of critical thinking, strategic planning, visualization, business transformation capabilities.

### Find out more

[www.technologygateway.ie/](http://www.technologygateway.ie/)



## PRACTICE 2 Ireland The Innovation Voucher Programme

### Organisation in charge of the good practice

Enterprise Ireland.

### Short summary of practice

The primary objective of the Enterprise Ireland Innovation Voucher programme is to build links between Ireland's publicly funded Knowledge Providers and the SME business community and to create a cultural shift in the SME sector's approach to innovation.

The Innovation Voucher Programme is open to all Irish SME companies, across all sectors. Companies can use a maximum of three vouchers, one of which must be a 50-50 co-funded voucher. Vouchers can be exchanged for knowledge transfer projects from the knowledge provider. For the purposes of this initiative, a knowledge transfer project is defined as one that transfers knowledge of a scientific, technological or innovative nature that it is new to the company. The company may then use the new knowledge to innovate a product, process or service.

### Evidence of success

Enterprise Ireland carry out regular independent programme

evaluations to assess the effectiveness of all programmes. The most recent external evaluation of the Innovation Voucher programme, delivered in 2019 indicated high levels of programme effectiveness and company satisfaction. It also found that the Innovation Voucher Programme has an Economic Value Add (EVA) or economic impact of €4.72 per €1.00 of Enterprise Ireland investment and helped companies achieve additional sales of €11.83 per €1.00 of Enterprise Ireland investment.

Almost all respondents (82%) would be willing to participate in an Innovation Voucher project in the future or recommend the Programme to other businesses (97%). This is a very positive reflection on the experiences that companies have with the programme. Some things that companies liked about the programme are that it is flexible, simple and easy to apply for, switched them on to R&D, de-risks and provides validation and testing of ideas etc.

### Find out more

[www.innovationvouchers.ie](http://www.innovationvouchers.ie)





## PRACTICE 3 Spain D-Tool

### Organisation in charge of the good practice

Asociación de diseñadores de la Comunidad Valenciana, ADVC (Association of Designers of the Valencian Community) in collaboration with the Agencia Valenciana de la Innovación (Valencian Innovation Agency)

### Short summary of practice

D-Tool, is a tool for testing the use of design in companies and organisations, which can be extrapolated to specific sectors, and referred to specific content and aspects.

The objective of this tool is to help to determine the level of use of design in companies and organisations, and how they could improve their productivity, positioning or achieve excellence by using it.

The self-testing is divided into four steps and its completion takes approximately 15 minutes. It is based on the analysis made by three tools:

- the Design Ladder, created by the Danish Design Centre,

- the Design Compass, tool developed by the ADCV, and
- the Design Utility Patterns, tool developed by the ADCV as well.

The outputs help to identify a matrix of possible typologies of design use, solving a complex analysis in a simple way.

With this tool, a company can undertake a self-assessment in a simple way, in a short period of time and for free.

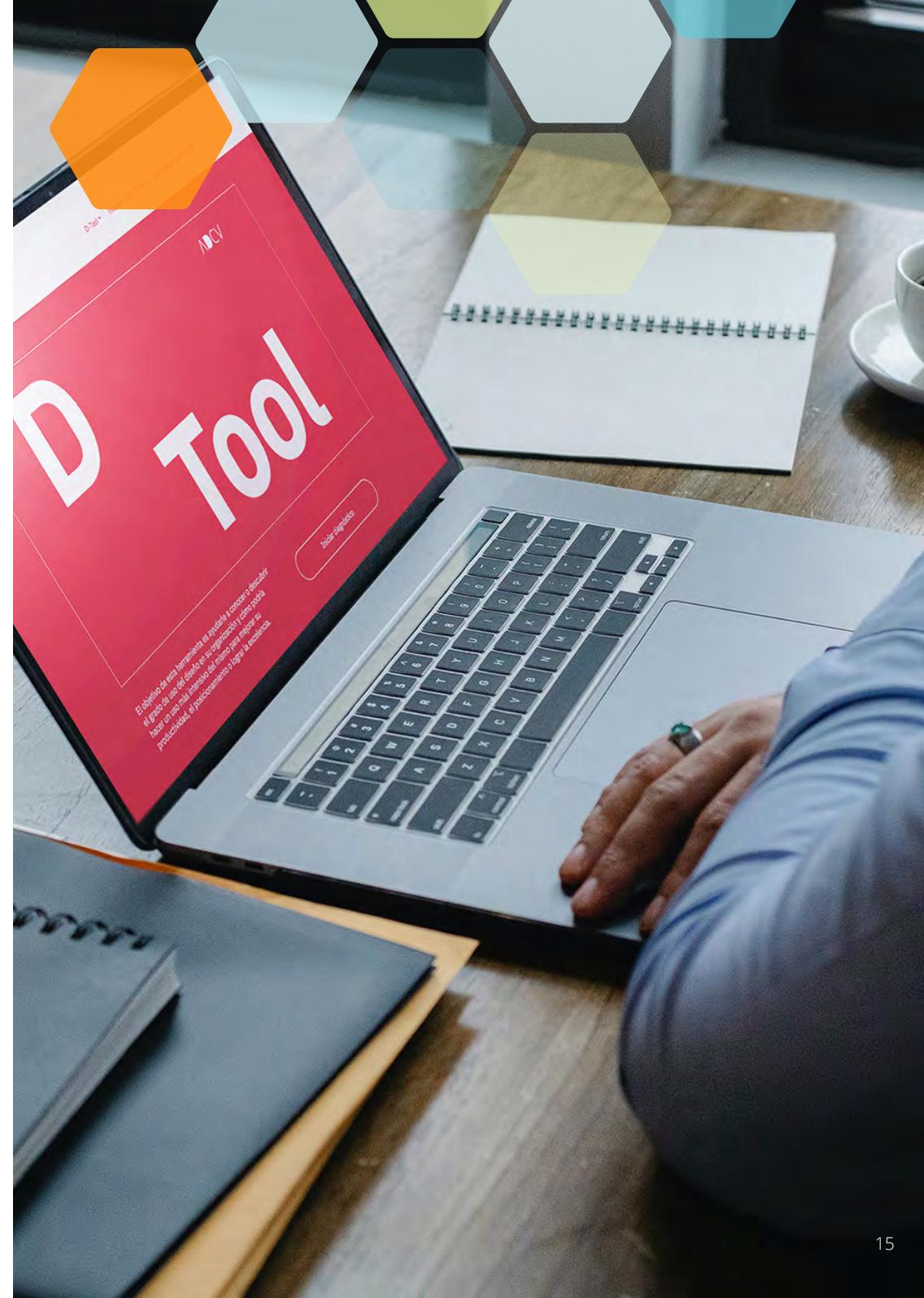
When the self-testing process is completed, the company or organisation is offered a report with general conclusions based on the results obtained.

### Evidence of success

So far, the tool has been used by 200 companies based in the region of Valencia that successfully completed the self-assessment.

### Find out more

<https://economiadiseny.com/d-tool/>





## PRACTICE 4 Spain Talent Jove – Young Talent Program

### Organisation in charge of the good practice

Conserci de Comerç, Artesania i Moda de Catalunya (CCAM) - Consortium of Commerce, Crafts and Fashion of Catalonia

### Short summary of practice

The Young Talent Program encompasses various actions to promote emerging talent, as well as the generational renewal of the crafts sector in Catalonia.

The program is based on 4 axes:

1. Entrepreneurship, training, and inspiration sessions.
2. Creation and identification of experimentation spaces with tools that allow the young sector to experiment.
3. Offer support and advice to empower this community.
4. Co-mentoring program.

And its main aims are:

1. Identifying emerging talent.
2. Capturing their interest.
3. Value crafts through joint work with different institutions and entities to promote young talent.

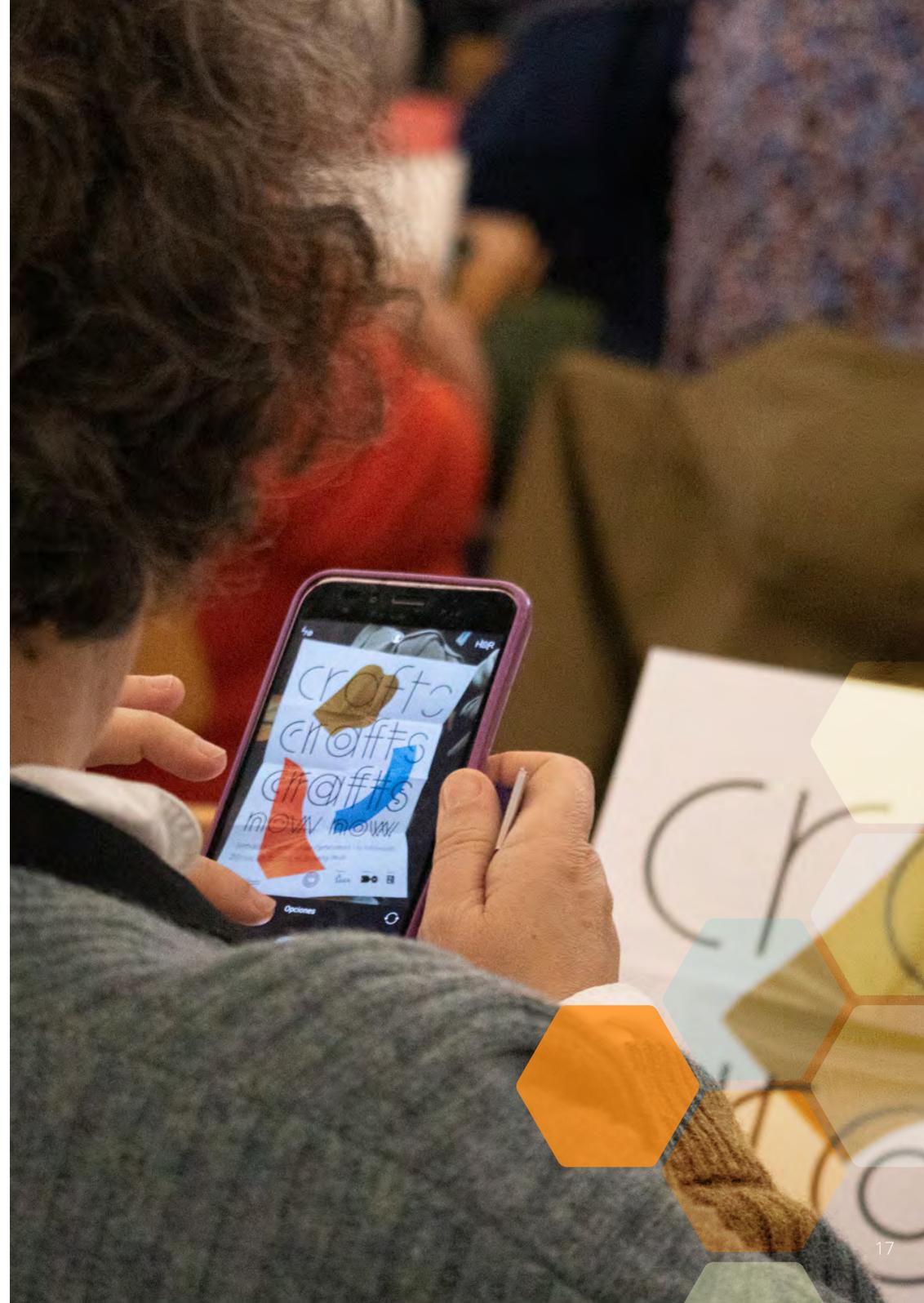
4. Provide them with a tool to face contemporary business challenges from different points of view like awareness, commitment, and sustainability.

The Young Talent Program developed different actions:

1. **Crafts TECH:** a project based on digital manufacturing developed together with the Fab Lab Barcelona and in the framework of its Distributed Design Platform.
2. **Crafts NOW:** a series of seminars dedicated to innovation, which are a meeting point for young professionals and students in the craft sector to share knowledge and debates.
3. **Communication:** extensive and continuous communication work to generate “engagement” with this young audience.

### Find out more

[http://ccam.gencat.cat/ca/arees\\_actuacio/artesania/talent\\_jove/crafts\\_now\\_2020/video\\_english](http://ccam.gencat.cat/ca/arees_actuacio/artesania/talent_jove/crafts_now_2020/video_english)





## PRACTICE 5 Bulgaria The artisan turning limitations of Covid-19 into new possibilities

### Organisation in charge of the good practice

RAM Central Stara Planina, Ministry of Economy - European Funds for Competitiveness Directorate General, Bulgaria

### Short summary of practice

For more than a year now, the world has been living by the rules imposed by the Covid-19 pandemic. Has the craft sector in Bulgaria managed to adapt to the new conditions for doing business? One positive example is Nadezhda Hristova - a successful master ceramicist.

Nadezhda is not only an artist, but also a teacher of ceramics. Because she always sees difficulties as a challenge and a chance for development, she decided to continue teaching ceramics to her students despite the difficult situation. Training in the studio was impossible due to the imposed requirement to observe physical distance, and the synchronous online connection was not applicable in her case. It occurred to her to make videos and share them with her students. However, she didn't know how to do it, so she turned for help to her 17-year-old

nephew, who had the necessary digital skills. He directed her to an appropriate program and taught her how to work with it. Nadezhda experimented boldly, learned to add music and subtitles. Then she uploaded the finished videos to a platform where the children could watch them and perform the tasks set at home. Techniques for making a ceramic product are presented, which do not require a potter's wheel. In her first video, Nadezhda explained to the children different tools that could be found in each home that can successfully replace the tools used in the studio.

### Evidence of success

The new approach to the transfer of knowledge and skills between the generations, which Nadezhda Hristova used during the Covid pandemic, allows the children's creative activities not to be interrupted and keeps their interest in crafts alive.

### Find out more

[www.rso-csp.org](http://www.rso-csp.org)





## PRACTICE 6 Italy MakeX – Tuscany Digital Manufacturing

### Organisation in charge of the good practice

Promoted by the Municipality of Cascina, financed by the Tuscany Region and coordinated by Polo Navacchio SpA.

### Short summary of practice

MakeX is the Tuscan Network of Digital Manufacturing. The network is at the service of companies that want to innovate. This includes creatives, artisans, students and onlookers who want to do, experiment and share. It is a regional project to help the growth of a new generation of entrepreneurs and digital artisans (makers). It is a path to enhance the digital manufacturing laboratories already present and to promote the start-up of further fabrication lab spaces in other areas of Tuscany. Spreading the culture of digital craftsmanship means spreading the values of this culture and projecting territories towards community growth based on innovation. MakeX is also a place for training, experimentation and development of knowledge, skills, abilities, ideas, projects and objects. This is due to the spaces and the set of equipment available and the professionalism of

the makers who work there.

### Evidence of success

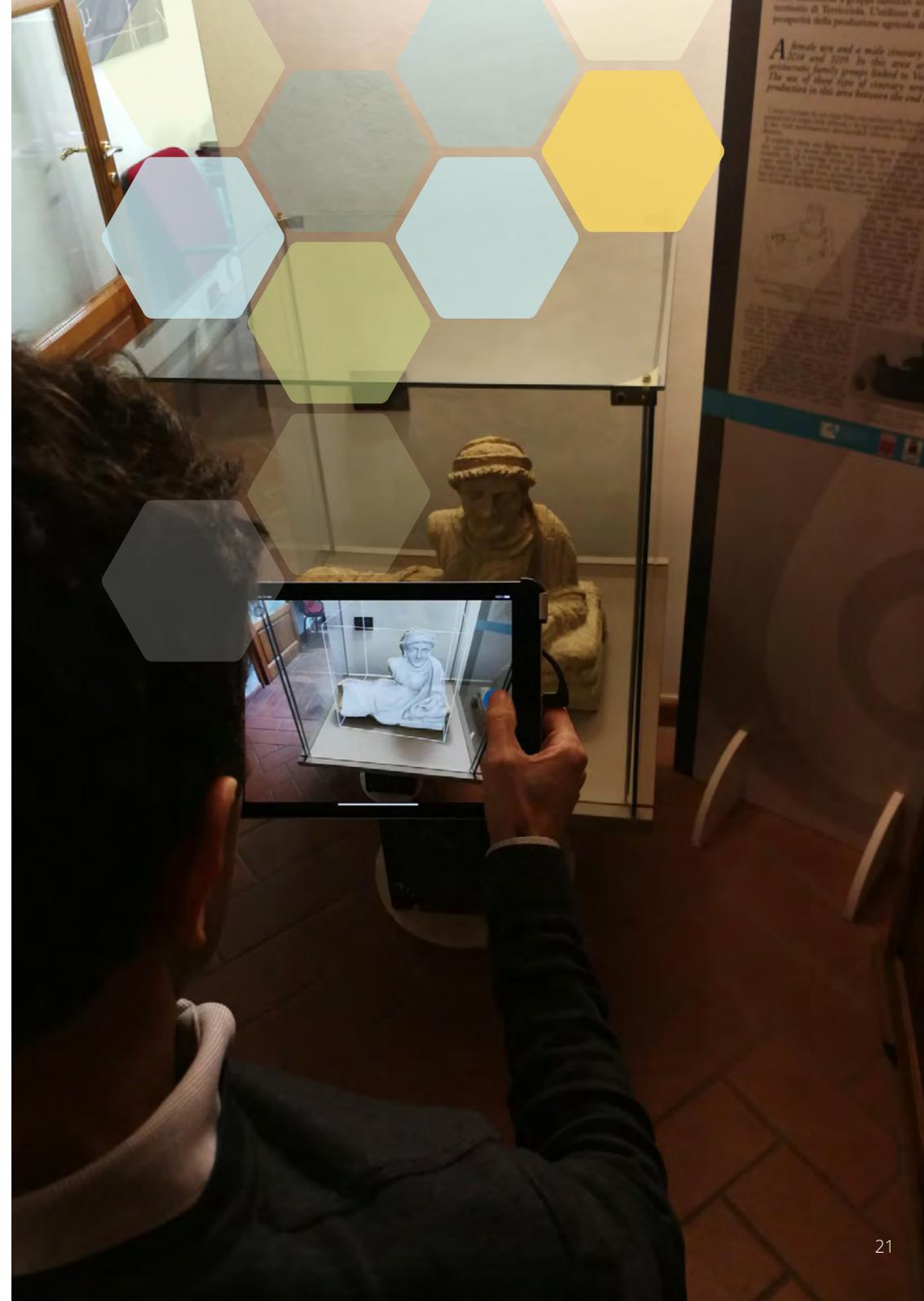
MakeX involves over 140 realities in one platform: a variety of stakeholders based in Tuscany, creating an ecosystem of digital manufacturing Fab Labs, a network of maker space.

MakeX makes recognisable, visible and accessible to craftspeople and the wider public the Tuscan excellence of digital manufacturing.

MakeX solves the digital gap between craftspeople and the access and the use of technologies for the customisation of their products.

### Find out more

[www.makextuscany.it](http://www.makextuscany.it)





## PRACTICE 7 Italy Preziosa Young

### Organisation in charge of the good practice

LAO srl

### Short summary of practice

The Preziosa Young project aims to promote young jewellery artisans aged under 35 years old. Participants are invited to present a project that illustrates the work in which they are currently involved. The contest selects a small group of candidates and offers them, free of charge, the opportunity to present their work in an international context. The aim is to contribute to the circulation of what is new in jewellery's research, as well as showcase what the new generations of goldsmiths/designers/artists are "brewing". The project promotes the excellence of new craftsmanship in Europe to encourage cultural, social and economic interaction in one of the sectors of innovation and great prestige of the craft-artistic field. The winners of this great touring exhibition also compete for the award of the special prize offered by the organiser: a three-month stay in Florence as an "artist in residence", during which the winner creates a collection and hosts an open workshop to other young students or artisans, so as to establish

sharing of skills and knowledge. The project is specifically designed to meet the need for young artists to find opportunities for visibility and promotion. At the same time, it offers galleries, critics and companies, the possibility to know and meet new creatives who would otherwise be difficult to identify.

### Evidence of success

Since 2008, there has been:

- 9 editions,
- more than 1500 participants from all over the world for each edition,
- 60 selected artists,
- 40 international judges,
- exhibitions in Germany, France, Spain, Italy, China.
- Artists in residence.
- Catalogue for each edition.
- Participation has been increased from the first edition, from 51 participants to the contest to 185 participants to the latest edition.
- the event has developed and grown from Tuscany to other European countries where the show has travelled, making the contest one of the most important around the world in this sector.

### Find out more

[www.preziosa.org/preziosa-young/](http://www.preziosa.org/preziosa-young/)



## PRACTICE 8 Hungary Needlecraft Academy

### Organisation in charge of the good practice

Needlecraft Academy.

### Short summary of practice

- Monthly workshops and private mentoring
- Essentially, it is a complex support for craftspeople including the development of professional and entrepreneurial skills.

The Needlecraft Academy (NA) has developed a community workshop for training the participants of the support programme in an in-depth way. The professional level of the programme is an ART CRAFT training including currently 10 individual workshops achieving techniques and tools unique in Hungary.

The Needlecraft Academy increases the business knowledge of the participants. The NA shares information on exhibitions, tenders and networks in international areas yet unknown to Hungarian craftspeople and helps them join such platforms and opportunities, for example by developing a product portfolio.

### Evidence of success

The two founders of the Needlecraft Academy are Orsolya SPRINGER and Adrienne KÖRTVÉLY, who both have 25 years experience in couture. This experience is invaluable and allows them to share their knowledge with fellow makers and craftspeople.

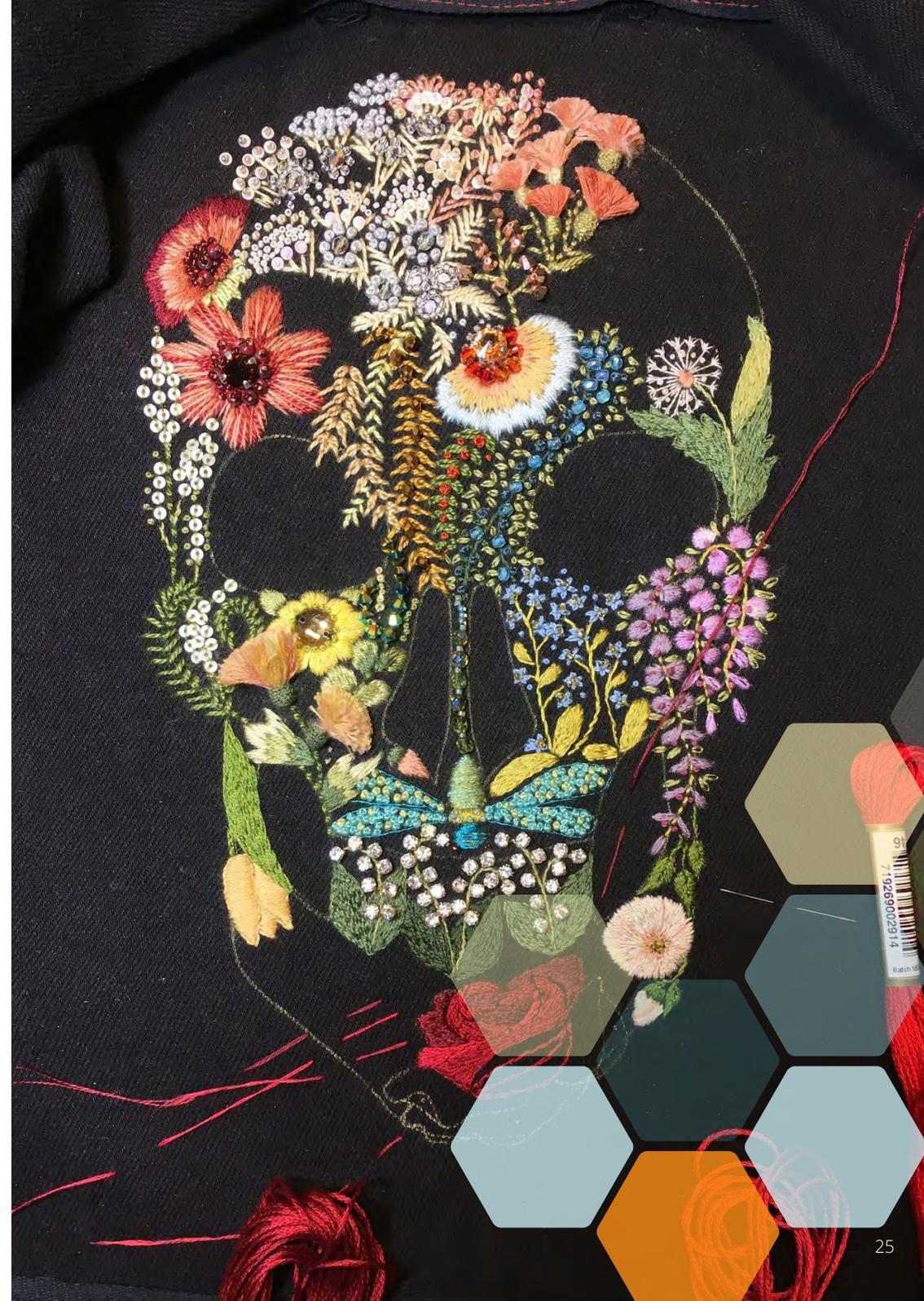
Needlecraft Academy is currently run by 2 persons and participates in a joint project with the largest Hungarian folk craft community (Open Workshop); the aim is to extend traditions into the 21st century.

Professional partnership with the Heritage House of Hungary.

Museum workshop projects in co-operation with the Hungarian National Museum.

### Find out more

[www.facebook.com/kezimunkaakademia](https://www.facebook.com/kezimunkaakademia)





## PRACTICE 9 Finland Strömsö – Creating Trends

### Organisation in charge of the good practice

Svenska YLE

### Short summary of practice

Strömsö is a lifestyle television programme that focuses on topics such as creativity, handicraft, gardening, cooking and the art of living a creative and fulfilling life. The show aims to inspire people and provides ideas and tips, shares and teaches skills and know-how to help with daily life, and offers a break from daily stress. Handicraft is one of the themes featured on the programme.

As the idea was to create an inspiring and entertaining programme, the filming location was important. Eventually, the idyllic villa called Strömsö, 10 km from Vaasa in Ostrobothnia and built in 1852, was selected. Its combination of countryside location and history presents Strömsö as a place where life is happy and everything goes well.

Strömsö innovates by creating trends and providing novel solutions and ways to apply skills while maintaining tradition and keeping working methods alive. It also keeps people interested in handicrafts and craft

skills, engaging all ages, and keeping the traditions alive.

### Evidence of success

Measureable outputs of this practice are:

- 300 000 – 500 000 viewers/episode
- Also shown in Sweden and Norway as part of the Nordic Public Service partnership Nordvision. Some participants, guests and chefs come from Sweden.
- Hundreds to thousands of artisans, craftspeople, cooks etc. featured
- Proverb: “it didn’t go like in Strömsö” is used when things don’t go well.
- There is a Facebook group called “it didn’t go like in Strömsö” where people post pictures of failed experiments.
- Viral success of the Strömsö pullover.

### Find out more

[www.facebook.com/stromsoyle/about/?ref=page\\_internal](https://www.facebook.com/stromsoyle/about/?ref=page_internal)  
[www.svenska.yle.fi/stromso](http://www.svenska.yle.fi/stromso)





## PRACTICE 10 Finland BusinessMuovain

### Organisation in charge of the good practice

Vaasa University of Applied Sciences  
- Western Finland Design Centre  
MUOVA

### Short summary of practice

BusinessMuovain is a digital evaluation tool that helps aspiring entrepreneurs from the creative sector to plan, analyse and develop their own business ideas and to evaluate their potential, viability and feasibility in their plans. The tool helps new entrepreneurs to see and analyse different areas of business activity such as customer orientation, the structural nature of traditional business models, strategic tools, future foresight and creativity. BusinessMuovain emphasises proactive planning of business activities. The tool itself integrates several existing development frameworks such as SWOT analysis.

BusinessMuovain consists of three phases, called development rounds, 4 areas of discovery (resources, solutions, customers and finances), and the core, which is the personality and motivations of the entrepreneur. It has two circles: the outer circle focusing on

external forces and the operating environment, the inner circle focusing on internal forces including the 4 areas of discovery and the persona of the entrepreneur.

### Evidence of success

Concrete results of the practice:

- The tool is functional in testing business models and situations.
- BusinessMuovain speaks the same language as people working in creative industries. End users feel that this tool is directed specifically at them, unlike more typical tools for business development.

### Find out more

[www.creve.fi/eng/](http://www.creve.fi/eng/)



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BULGARIA

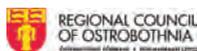


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### Project Partners

